National Defense University

KEYSTONE PROGRAM

Command Senior Enlisted Leader Course

EMERC

Working Group

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Mr. Frank Pagano
National Defense University

KEYSTONE Program Evolution

- NCO JPME background
- Core competencies development
- Keystone JOM After Action Reports
- EPMEP Learning Area and Learning Objectives Basis
- COCOM CSEL Survey

CJCS Vision for Joint Officer Development

"… [leaders] must be strategically minded, critical thinkers, and skilled joint warfighters that allow them to lead a joint force…this posits the requirement to identify and inculcate a set of joint leader competencies and skills….

…competency refers to the higher level of assessing learning outcomes described by specific knowledge, skill, ability and attitude (KSAA)."[1]

Gen Peter Pace, Nov 05
Chairman, Joint Chiefs of Staff

1 CJCS Vision for JOD, Nov 05, p.2

Strategy

- **Use the EPMEP as the requirements baseline**
- **Use Capstone model of executive education as learning tool.**
- **Use 4-day KEYSTONE JOM as benchmark building the development of skills across the 10-day program**
- **Link KSAA to lessons and lessons to organizations**
- **The KEYSTONE Program must incorporate significant change over next 5-years:**
  - Develop a cadre' of senior "joint NCOs"
  - Set benchmarks for Service Senior NCO PME
  - Maintain linkage to CAPSTONE
    - Networking, bonding, service acculturation
- **Implement KEYSTONE through a 4-phased approach**

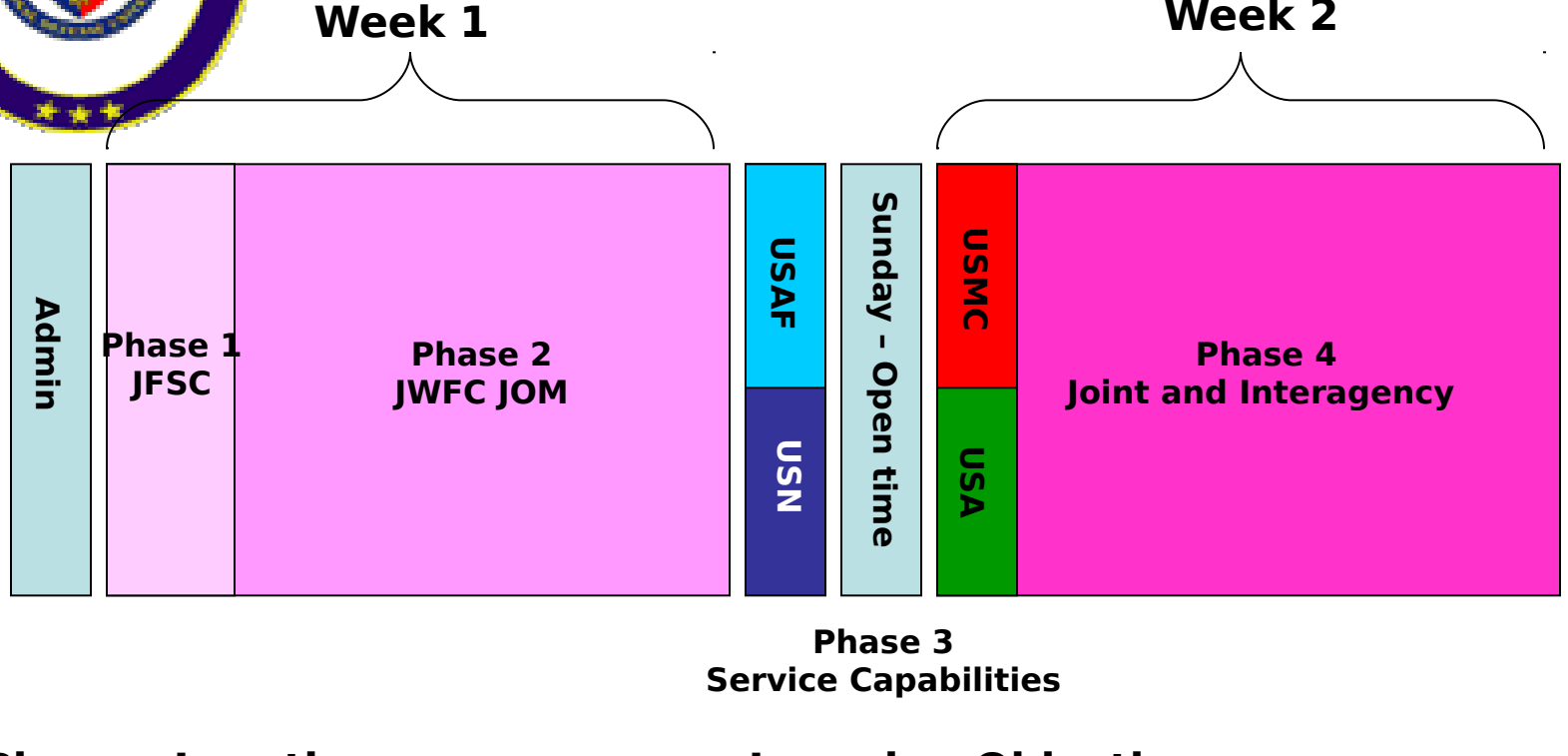
Limitations

- **There are no Service or Joint programs for Joint NCO/Enlisted Management**
- **The Service NCO PME programs do not have joint courseware … nor PAJE-like accreditation program**
- **The current Service NCO “pipelines” are producing NCOs with LIMITED joint knowledge, skills, abilities, or attitudes**

Assumptions

Joint Enlisted Management concepts will complement the more matured J
Officer Management programs.

Keystone Concept



Phase	Location	Learning Objectives
Admin	Norfolk	In-process and assemble class
1	JFSC, Norfolk	Understand “jointness”; build the joint Fellows t
2	JWFC	Comprehend joint operational processes
3	TBD	Understand Service Capabilities
4	TBD	Apply joint, Service, and Interagency capabilities

Summary

- All KSAA needed to achieve CSEL competencies requires a matured NCO JPME
- KEYSTONE 06-1 will implement a 10-day program based on pending staff approval via the DJS of the EPMEP… and prioritized CSEL KSAA
- KEYSTONE must evolve as the NCO JPME program develops a cadre of senior joint NCOs

Backup slides

Enlisted Professional Military ...cation Program ...CSEL Course

Mission: Prepare Command Senior Enlisted Leaders for service in a flag officer joint headquarters and complement the General Officer/Flag Officer CAPSTONE Course.

FINAL DRAFT CJCSI 1805.01B, Oct 05

National Military Capabilities

- **Value how Service-unique capabilities and limitations, employment, doctrine, and command structures are integrated to conduct effective joint operations**
- **Relate the military roles in support of the homeland security and information operations missions**

- •Comprehend information operations doctrine
- •Comprehend Service roles and missions
- •Understand Homeland Security Presidential Directives (HLSPD)
- •Understand interagency capabilities and cultures
- •Understand legal and fiscal authorities and constraints
- •Understand National Security Strategy (NSS) and National Military Strategy (NMS)
- •Understand the National Response Plan
- •Understand the NORTHCOM Concepts of Employment (CONEMP)
- •Understand Title 32 authorities

Joint Doctrine

- **Value the interrelationship between Service doctrine and joint doctrine**
- **Comprehend the understanding of, and coordination of joint doctrine**
- **Comprehend the unified command plan**

Joint Acquisition and Resourcing

- •Comprehend functional and service component command organization, authorities, and responsibilities
- •Know DoD organization as the result of National Security Act and amendments
- •Know the "Forces For" document
- •Understand roles and functions of the military departments
- •Understand the force allocation process

Detail the KSAAs for each EPMEP Learning Objective; survey CSEL to assess KSAA importance; develop